

Hofstede: Cultures and Organizations

TABLE 4.5 Key Differences Between Feminine and Masculine Societies:

Workplace

Feminine	Masculine
Management as ménage: intuition and consensus.	Management as manège: decisive and aggressive.
Resolution of conflicts by compromise and negotiation.	Resolution of conflicts by letting the strongest win.
Rewards are based on equality.	Rewards are based on equity.
Preference for smaller organizations.	Preference for larger organizations.
People work in order to live.	People live in order to work.
More leisure time is preferred over more money.	More money is preferred over more leisure time.
Careers are optional for both genders.	Careers are compulsory for men, optional for women.
There is a higher share of working women in professional jobs.	There is a lower share of working women in professional jobs.
Humanization of work by contact and cooperation.	Humanization of work by job content enrichment.
Competitive agriculture and service industries.	Competitive manufacturing and bulk chemistry.